

# City of Fort Worth, Texas

## City Officials

**Michael J. Moncrief**  
Mayor

**Salvador Espino**  
District 2

**W.B. "Zim"  
Zimmerman**  
District 3

**Danny Scarth**  
District 4

**Frank Moss**  
District 5

**Jungus Jordan**  
District 6

**Carter Burdette**  
District 7

**Kathleen Hicks**  
District 8

**Joel Burns**  
District 9

**Dale A. Fisseler, P.E.**  
City Manager

**Tom Higgins**  
Public Safety and  
Economic Development

**Karen L. Montgomery**  
Management Services

**Fernando Costa**  
Infrastructure Services

**Charles Daniels**  
Neighborhood Services

Assistant City Managers

### Budget and Research Staff

**Horatio Porter, C.P.A.**  
Budget Officer

**Alan Shuror,** Budget Manager  
**Dakisha R. Boone,** Senior Management Analyst  
**Chad Janicek,** Management Analyst II  
**Anat Zoarets,** Management Analyst I  
**Sandra Garcia,** Management Analyst I  
**Kristen Roberts,** Management Analyst I  
**Melissa Rhymes,** Management Analyst I

**FORT WORTH**



# List of Departments and Directors

## **City Manager's Office**

Dale Fisseler,  
City Manager, 817-392-6266

## **IT Solutions**

Pete Anderson,  
Director, 817-392-8781

## **Transportation/Public Works**

William Verkest,  
Director, 817-392-7801

## **City Secretary**

Marty Hendrix,  
City Secretary, 817-392-6161

## **Internal Audit**

Darlene Allen,  
City Auditor, 817-392-6132

## **Water & Wastewater**

Frank Crumb,  
Director, 817-392-8246

## **Code Compliance**

Brandon Bennett,  
Director, 817-392-6322

## **Law**

David Yett,  
City Attorney, 817-392-7606

## **Community Relations**

Vanessa Boling,  
Director, 817-392-7534

## **Library**

Gleniece Robinson,  
Director, 817-871-7706

## **Housing and Economic Dev.**

Jay Chapa,  
Director, 817-392-5804

## **Municipal Airport**

Kent Penney,  
Director, 817-392-5403

## **Environmental Management**

Brian Boerner,  
Director, 817-392-8085

## **Municipal Court**

Deidra Emerson,  
Director, 817-392-6711

## **Equipment Services**

Wayne Corum,  
Director, 817-392-5118

## **Parks & Community Services**

Richard Zavala,  
Director, 817-392-5711

## **Financial Management Services**

Lena Ellis,  
Director and CFO, 817-392-8517

## **Planning and Development**

Susan Alanis,  
Director, 817-392-8180

## **Fire**

Rudy Jackson,  
Fire Chief, 817-392-6805

## **Police**

Jeff Halstead,  
Police Chief, 817-392-4210

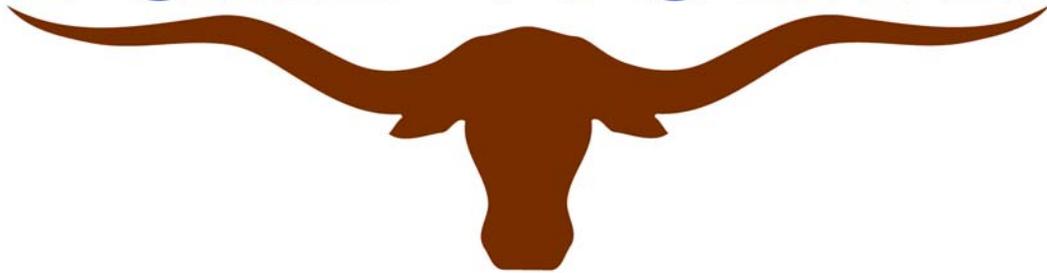
## **Human Resources**

Karen Marshall,  
Director, 817-392-7783

## **Public Events**

Kirk Slaughter,  
Director, 817-392-2501

**FORT WORTH**



# City of Fort Worth 2009 Awards

## Community Relations:

- Texas Association of Municipal Information Officers, Silver Star in the following categories: Print/Internal Newsletter for Voice, Marketing Plan or Campaign for Let's Talk Fort Worth, Cable/Special or One-time Program for Let's Talk Fort Worth, the video and Special Publication for Public Events' map of downtown
- Fort Worth International Association of Business Communicators, Bronze Quill (Award of Excellence) in the following categories: Print/Internal Newsletter for Voice and External Special Meeting or Event for Let's Talk Fort Worth
- Fort Worth International Association of Business Communicators, Award of Merit in the following categories: Internal Special Meeting or Event for Comm Team: The Rollout, Graphic Design/Logos for Let's Talk Fort Worth and Feature Writing for Voice
- Fort Worth International Association of Business Communicators, Honorable Mention in the following categories: Internal Campaigns for Comm Team: The Rollout, External Campaigns for Let's Talk Fort Worth, Advertising for City Page and Graphic Design for Voice

## Environmental Management:

- Fort Worth received 2<sup>nd</sup> place for the Governor's Community Achievement Award - The Governor's Community Achievement Awards (GCAA) program is one of the most prestigious annual environmental awards in Texas. Each year, nine winning communities share \$1 million in landscape prizes from the Texas Department of Transportation for their outstanding overall efforts to keep their communities beautiful. Fort Worth is competing with other Texas Cities that have a population of 150,000+ for a prize of \$265,000
- Keep Fort Worth Beautiful Received a Sustained Excellence Award from Keep Texas Beautiful - The Keep Texas Beautiful Sustained Excellence award recognizes the communities that have scored 90 or above in the Governor's Community Achievement Awards competition for three consecutive years. Recipients of this esteemed award are recognized for their ongoing commitment to making Texas the cleanest, most beautiful
- President's Circle Recognition Award for 2009 from Keep America Beautiful - The President's Circle Award recognizes exemplary performance made by certified affiliates of the national nonprofit, Keep America Beautiful, to reduce litter, minimize waste, and beautify and improve their local communities. In qualifying for a President's Circle Award, Keep Fort Worth Beautiful has met Keep America Beautiful's standards of excellence by conducting an annual Litter Index, calculating the affiliate's cost/benefit ratio, and engaging volunteers to take greater responsibility for their community environment. In addition, award recipients must conduct activities in Keep America Beautiful's three core focus areas of litter prevention, waste reduction, and beautification/community improvement

- NTCRA Green3 Award for Innovative Involvement in the Community through Partnerships - This award from the North Texas Corporate Recycling Association recognizes successful recycling programs that involve innovative community partnerships. The City of Fort Worth partnered with the Fort Worth Symphony Orchestra and Abitibi-Bowater to recycle 20% of the waste generated at the annual Concerts in the Garden in Fort Worth

### **Equipment Services:**

- Named one of the "Top 100 Fleets in North America" for the 5th year in a row. – The program recognizes and rewards peak performing fleet operations in North America. Currently in its eighth year, 100 Best Fleets identifies and encourages ever-increasing levels of performance improvement within the fleet industry. 100 Best Fleets is sponsored by Invers Mobility Solutions, National Joint Powers Alliance, Government Fleet Magazine and the 100 Best Fleets in North America program
- The 2009 Propane Exceptional Energy® Fleet Award, sponsored by the Propane Education and Research Council, in recognition of outstanding leadership in promoting and demonstrating propane vehicles in Public Feet
- 2008 Working for Clean Air Award, Fleet Operations Category, given to fleet operations that promote clean air programs as defined by the North Texas Clean Air Coalition within their operations
- Blue Seal of Excellence – Three service centers have been awarded the Blue Seal of Excellence from the National Institute for Automotive Service Excellence (ASE). ASE, an automotive industry professional certification program, awards the Blue Seal of Excellence to businesses that showcase highly qualified repair facilities and commitment to excellent services. Recipients must maintain a staff certification level of at least 75 percent. There are only 5 Blue Seal public or private service centers in Fort Worth and 3 are within the Equipment Services Department
- Cowtown Great American Cleanup, 2008 & 2009

### **Financial Management Services:**

- 2009 Achievement of Excellence in Procurement award from the National Purchasing Institute

### **Housing and Economic Development:**

- Second place award for M/WBE from the National League of Cities, Black Caucus of Elected Officials Cultural Diversity Award
- Award of Excellence for Fort Worth Business Assistance Center from the U.S General Services Administration

### **Information Technology Solutions:**

- 2009 PTI Significant Achievement award to IT Solutions in the GIS categories for the "Address/Lot Error Reporting Tool" and the "GIS License Manager"

### **Library:**

- Texas Library Association, Libraries Change Communities Award for the collaborative community efforts in the building of the Ella Mae Shamblee Branch Library; the Living Legacy project; renovation of the Our Mother of Mercy/Tommie Tucker School building; and inclusion of African motifs in the construction and décor of the Ella Mae Shamblee Branch
- North Texas Library Partners, Margaret Irby Nichols Award to the Northside Branch Library, for community collaboration
- Texas Municipal Library Directors Association, Achievement of Excellence in Libraries Award for overall performance in FY2008
- Historic Fort Worth, Inc. Preservation Award to recognize excellence in the rehabilitation of the Tommy Tucker Building/Ella Mae Shamblee Branch Library; Historic Name: Our Mother of Mercy Catholic School

### **Parks and Community Services:**

- 2009 National Park and Recreation Association Gold Medal Finalist Award presented annually to communities throughout the United States for excellence in park and recreation administration and is presented by the National Park and Recreation Association. The Department has been a finalist for the past seven years
- 2009 Lone Star Land Steward Award – Fort Worth Nature Center and Refuge. Program recognizes and honors landowners for their accomplishments in habitat management and wildlife conservation
- 2008-09 Fort Worth Independent School District - Golden Achievement Award for Partnership Excellence - Presented to the Fort Worth Botanic Garden for giving their time, talent and resources to support strategic activities and programs for students at Paschal High School
- The Amateur Softball Association (ASA) James Farrell Award of Excellence for conducting one of the highest rated ASA National Championships in 2008. The National 50 and Over Fast-Pitch Softball Tournament included 12 in state and out of state teams. The program quality rating received from the National Amateur Softball Association for this event was 100%
- The Texas Amateur Athletic Federation (TAAF) Silver Member City Award for outstanding team and individual participant registration for youth and adult sports. The City of Fort Worth registered over 500 youth and adult teams during 2008

### **Planning and Development:**

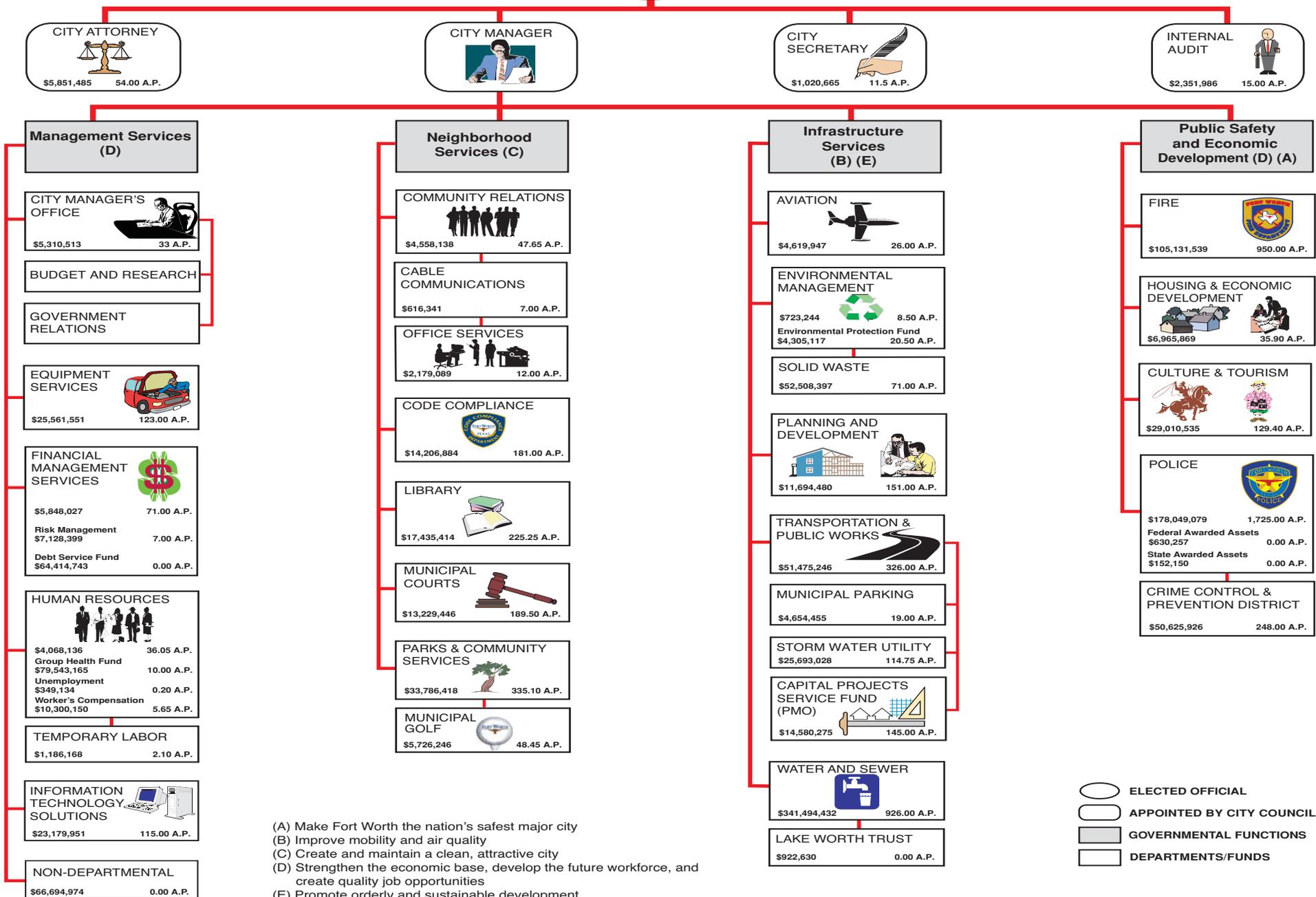
- 2008 Project Planning Award from the Texas Chapter of the American Planning Association for the Southwest Cluster Urban Village Master Plans. The award was based on the innovation, transferability, quality, implementation, and comprehensiveness of these urban village plans

**Transportation and Public works:**

- Texas Public Works Association Project of the Year in the "Projects under \$2M category" for the Sycamore Creek Restoration Project. This award recognizes excellence and innovation in construction project scheduling, innovative techniques, workforce safety, environmental considerations, community relations and project management

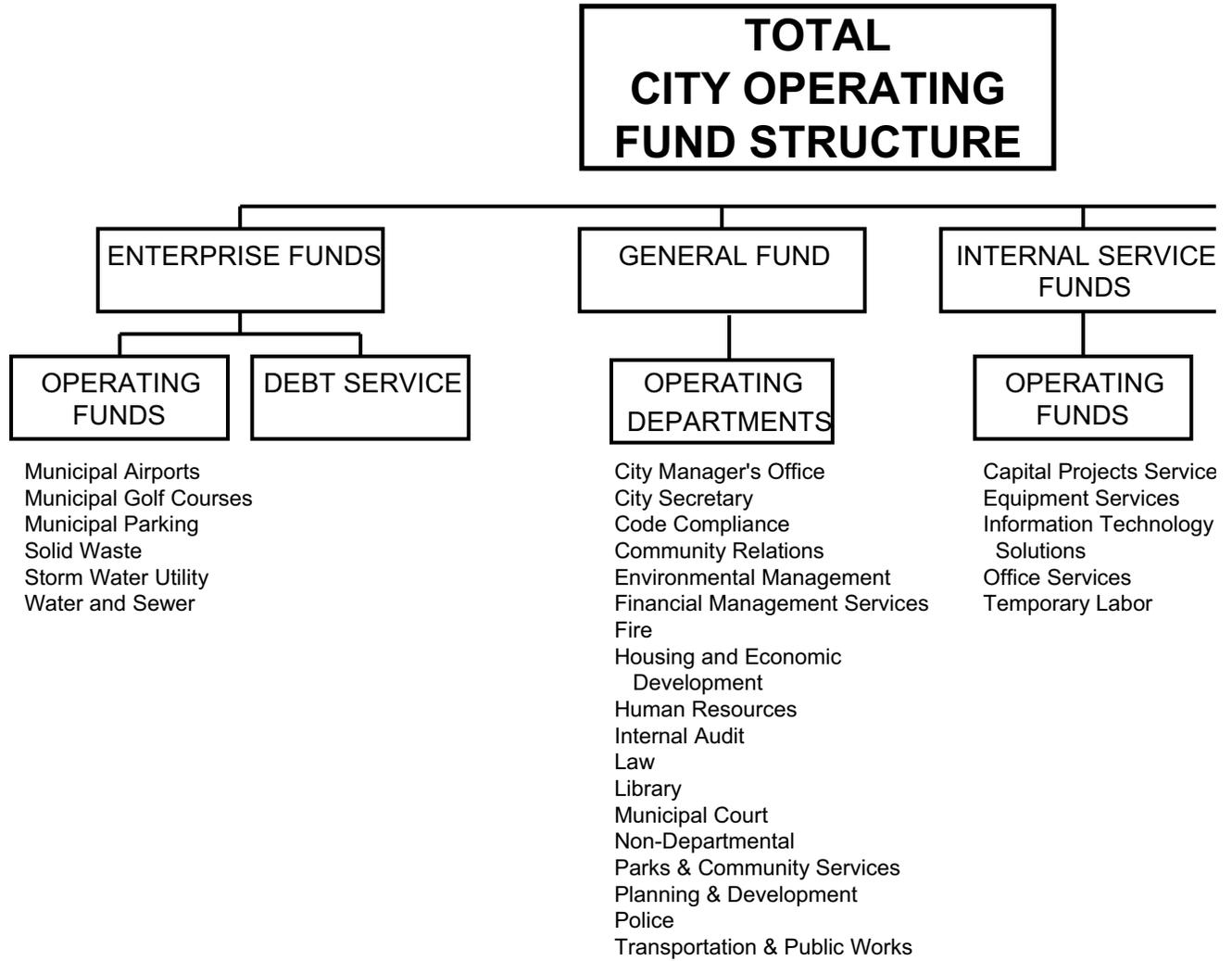
# CITIZENS OF FORT WORTH

## MAYOR AND COUNCIL



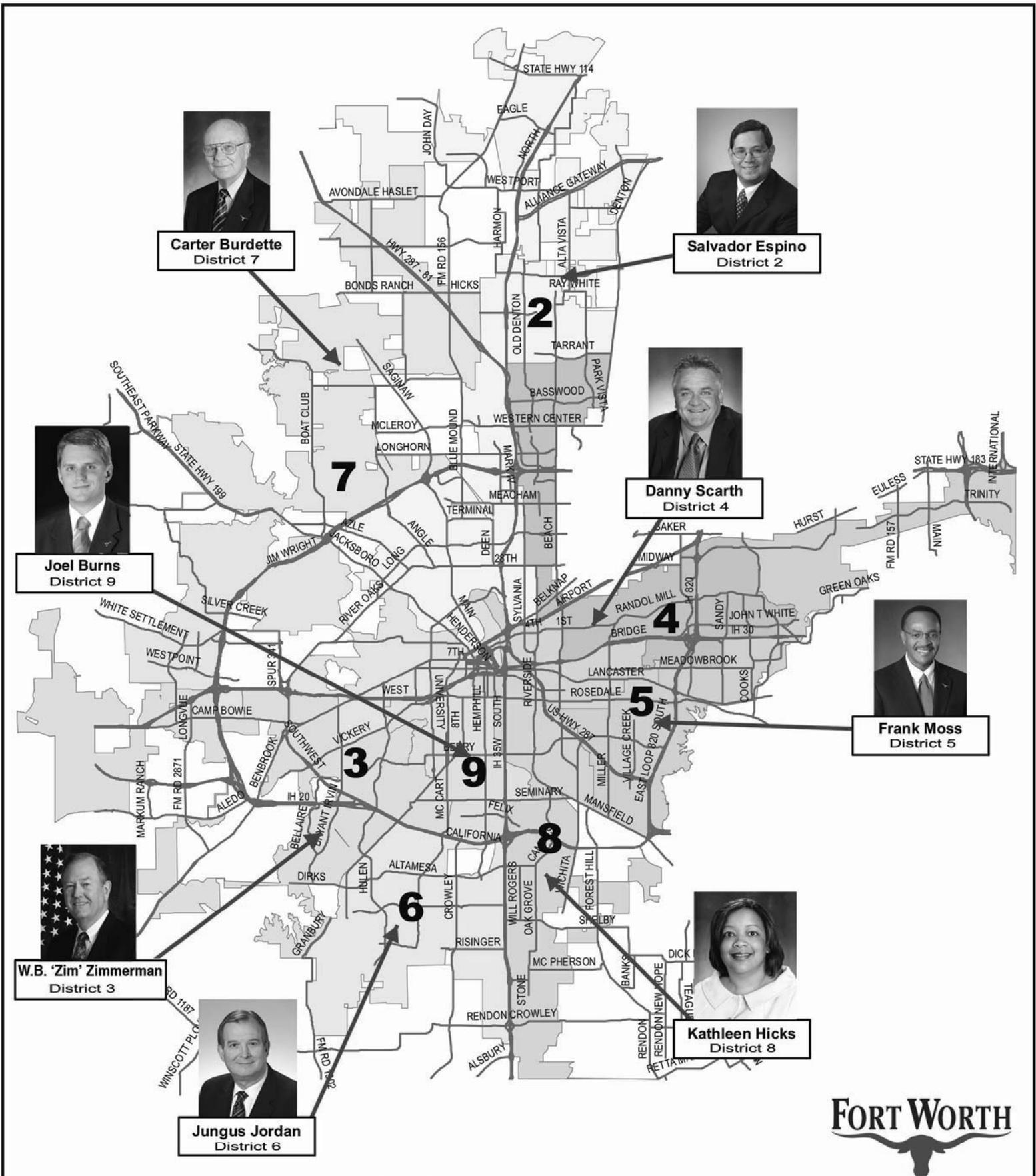
**FORT WORTH**





**FORT WORTH**





**CITY OF FORT WORTH  
Council Districts  
July 2009**

- |   |                     |   |                     |
|---|---------------------|---|---------------------|
|  | 2 - Salvador Espino |  | 6 - Jungus Jordan   |
|  | 3 - W.B. Zimmerman  |  | 7 - Carter Burdette |
|  | 4 - Danny Scarth    |  | 8 - Kathleen Hicks  |
|  | 5 - Frank Moss      |  | 9 - Joel Burns      |



**FORT WORTH**



**LOCATION AND HISTORY.** Fort Worth, seat of Tarrant County, Texas, is located in Tarrant and Denton Counties in North Central Texas at 97° 55' west longitude and 32° 36' north latitude. Situated on the Trinity River, Fort Worth is approximately 75 miles south of the Oklahoma state line and 270 miles northwest of the Gulf of Mexico.

Fort Worth was established as a frontier army post in 1849 by Major Ripley Arnold and named for General William Jenkins Worth, who distinguished himself in the War with Mexico. The outpost became a stopping place on the famous Old Chisholm Trail and a shipping point for the great herds of Longhorn cattle being driven to northern markets. Progressive City leadership brought the first of nine railroads to Fort Worth in 1876 and with the subsequent West Texas oil boom, guided the City into a metropolitan county of more than a million people. Fort Worth's economy has always been associated with cattle, oil, finance and manufacturing. Since World War II, Fort Worth has also become an aerospace, education, high-tech, transportation, and industry service center.

**GOVERNMENT.** Fort Worth operates under the Council-Manager form of Municipal Government. A Mayor chosen at-large by popular vote and an eight-member, single-district council are elected to two-year terms. In turn, the Mayor and City Council appoint the City Manager who is the Chief Administrative and Executive Officer. The City Council is also responsible for the appointment of the City Attorney, Municipal Judges, City Secretary and the City Auditor.

**AREA AND POPULATION.** According to the most recent U.S. Census Bureau data, Fort Worth has been the fastest growing large city of more than 500,000 in the nation since April 1, 2000. Since the 2000 Census, Fort Worth's population has increased at a faster rate than it did during the 1990s. The population of Fort Worth as of January 1, 2009 is estimated to be 720,250. From 2000 to 2009, Fort Worth's total population increased by 185,556 persons. This represents an annual growth rate of approximately 3.9 percent. The Dallas-Fort Worth Metropolitan Statistical Area is split into two separate divisions: the Fort Worth-Arlington Metropolitan Division and the Dallas-Plano-Irving Metropolitan Division. The Fort Worth-Arlington Division includes Johnson, Parker, Tarrant, and Wise Counties.

**TRANSPORTATION.** The Dallas/Fort Worth International Airport (the "Airport") is the third busiest airport in the world in terms of operations and ranks seventh in the world based on passengers. The Airport is the principal air carrier facility serving the Dallas/Fort Worth metropolitan area. First opened on January 13, 1974, the Airport is located approximately 17 miles equidistant from the Cities of Dallas and Fort Worth, Texas. There were more than 650,000 operations at the Airport in 2008. Additionally, the Airport provides nonstop service to Europe, the Far East, Canada, Mexico, Central and South America, the Caribbean and the Bahamas. There are multiple flights every day to 173 destinations including domestic and international.

There are also three general aviation airports the City of Fort Worth owns each with all-weather capability. Meacham International Airport is equipped with parallel runways the longest of which is 7,500-foot runway. Fort Worth Spinks Airport, a general aviation airport located along I-35 in the south portion of the City is equipped with a 6,000-foot runway. Alliance Airport is located on I-35 to the north, serves the needs of industrial, business, and general aviation users and is equipped with a 9,600-foot runway. These three airports combined handled over 310,000 operations in 2008.

Three interstate highways (Interstate 20, Interstate 30 and Interstate 35), five federal and four state highways provide all-weather routes within Fort Worth and to and from the rest of the nation. Interstate 820, which encircles the City, allows quick access to all parts of the Fort Worth area. The Texas Highway Commission has completed a master highway construction plan for Tarrant County to provide for transportation needs through the foreseeable future, including relocation of Interstate 30 from a point just east of downtown to several miles west. The relocation project was completed in 2001 and will promote redevelopment of Lancaster Avenue, the south end of the Central Business District, and the Hospital District southwest of downtown.

Fort Worth is served by six major railroad systems, one of which, Burlington Northern/Santa Fe Railroad, has its corporate headquarters in Fort Worth. Rail passenger service is provided through Fort Worth, including AMTRAK service between Houston and Chicago. Fort Worth's position as a major southwest distribution center is supported by the presence of 75 regular route motor carriers with over 750 schedules. Local transit service is provided by The T, operated by the Fort Worth Transportation Authority. Greyhound Trailways Bus Lines furnish Fort Worth with transcontinental passenger service; intrastate bus service is provided by Transportation Enterprises and Texas Bus Lines.

**EDUCATION.** The Fort Worth Independent School District serves the major portion of Fort Worth. The 144 schools in the District operate on the 5-3-4 plan in which the elementary schools (80) teach grades 1-5; middle schools (24), grades 6-8; and senior high schools (13), grades 9-12. The District also has 27 alternative schools. The Fort Worth School District employs more than 5,002 classroom teachers (full-time equivalents) to instruct approximately 79,000 students. Special education programs are provided for the blind, handicapped, mentally retarded, brain-injured, emotionally disturbed and those who require speech and hearing therapy in 10 special schools. Vocational training is provided at the secondary level for the educable mentally retarded. Bilingual programs are also offered at the primary and secondary level. While Fort Worth is served primarily by Fort Worth Independent School District, it is also serviced by 15 other districts. There are 70 private and parochial institutions in the primary and secondary education area with a combined enrollment of more than 11,500 students in Tarrant County.

Tarrant County has eleven college and university campuses with an enrollment of more than 80,000 students in both undergraduate and graduate programs. Included in these colleges and universities are: Southwestern Baptist Theological Seminary; Tarrant County College, Trinity River, South, Northeast, Southeast, and Northwest Campuses; Texas Christian University; Texas Wesleyan University; Texas Wesleyan University Law; the University of Texas at Arlington; and the University of North Texas Health Science Center. There are twenty-nine other colleges and universities within a fifty-mile radius with an enrollment of over 119,000.

**HEALTH SERVICES.** Medical facilities in Tarrant County offer excellent and convenient care. There are 33 hospitals with nearly 5,000 beds and 348 bassinets; one children's hospital with 285 beds; four government hospitals; 65 nursing homes; the Fort Worth Public Health Center; Cancer Clinic; Carter BloodCare and the University of North Texas Health Science Center.

**MILITARY.** Carswell Air Force Base closed as an active air force facility in September of 1993. In October of 1994 the base was reopened and transformed into NAS Fort Worth, Joint Reserve Base, Carswell Field, a navy reserve base. Now that all of the units have been transferred here from NAS Dallas, Glenview NAS, Detroit, and Memphis, there are nearly 11,000 personnel utilizing the facilities. Approximately \$130 million of construction, remodeling and renovation was invested over the transition period.

The PX Mart continues to operate the base exchange store and the grocery store for the benefit of active duty military and retired military in the Metroplex. The golf course is now under lease to the Carswell Redevelopment Authority and is operated as a public use facility. The Justice Department has established a Federal Medical Center in the area around the old base hospital. The facility is for female Federal inmates and employs approximately 300 personnel.

**THE ECONOMY.** Manufacturing and distribution remains an important part of the Fort Worth economy. Since 1993, ConAgra, Hagggar Clothing, Nokia, and Zenith/LG have begun operations within the City. In 1997, Federal Express completed the construction of a new package sorting facility at Fort Worth's Alliance Airport, adding over 800 jobs to the local economy. Additionally, J.C. Penney's built a 400,000 square-foot distribution center, which represents a \$140 million capital investment and employs over 500 people. The Canadian native, Mother Parker's Tea and Coffee, opened its first U.S. manufacturing facility in Fort Worth in 2000. These companies join the ranks of Associated Wholesale Grocers, Coca-Cola Enterprises, Coors, Dillard's, Galderma Laboratories, Motorola, Mrs Bairds, Nestle Foods, Patterson Dental Supply Company, and Williamson-Dickie in distribution and manufacturing operations.

Numerous public and private entities have joined forces to address those issues which challenge Fort Worth's economic future. Corporations such as Bell Helicopter-Textron, Burlington Northern Santa Fe Railway, and Lockheed Martin have provided financial assistance and professional expertise in developing new services aimed at assisting small businesses.

Located strategically between Canada and Mexico, Fort Worth is taking steps to maximize opportunities available through the North American Free Trade Agreement (NAFTA). Fort Worth hosts its "Aeronafta" conference, bringing business people from Canada and Mexico to meet with local business leaders to discuss the benefits of utilizing air transportation in Fort Worth. Other trade missions and informational exchanges are currently forging new partnerships between Fort Worth and NAFTA partners.

Coordinated efforts by Sundance Square and Downtown Fort Worth, Inc. (DFWI) have resulted in new entertainment, housing, and retail facilities throughout Downtown Fort Worth. DFWI is a nonprofit organization dedicated to the promotion and redevelopment of Downtown Fort Worth. The City joined this partnership in 1995 with the creation of the Downtown Tax Increment Financing (TIF) District in order to provide public infrastructure to support the private investment within this development. The Downtown TIF is administered by DFWI.

In 2003, the Lancaster TIF was created at the southern end of Downtown to help revitalize the significant part of the Central Business District. The TIF has already and will continue to provide public infrastructure support to facilitate private investment in the area.

#### **CITY DEVELOPMENTS.**

Alliance Global Logistics Hub will welcome Alliance Brokers, Inc., and affiliate of Trans-Trade, to 300,000 square-feet of the newly finished Alliance Westport 20 Building. Alliance Brokers, Inc. leased 292,500 square-feet in the Heavy-Load Container Area to consolidate its employees currently in 64,000 square-feet at 105,000 square-feet at Alliance Global.

American Eagle Airlines began offering service between Dallas/Fort Worth International Airport and Santa Fe, New Mexico on June 11, 2009. American Eagle will use 44-seat Embraer jets for the single daily flight, which will feature a 10:55 a.m. departure out of Dallas and a 12:10 p.m. departure from Santa Fe.

ATC Logistics & Electronics plans to hire up to 800 new employees to compliment the 3,000 employees for its Alliance area shipping and repair centers. The company occupies three buildings in Alliance, totaling nearly one million square-feet in north Fort Worth.

Baylor All Saints Medical Center at Fort Worth opened a \$13 million breast cancer center in 2009 to help patients steer through the maze of care decisions from diagnosis through treatment. The new facility's staff focuses on better integration to speed up treatment and to help coordinate patients' care.

The Buxton Company is expected to complete their latest 25,000 square-foot addition to its north Fort Worth headquarters. The building will accommodate at least 100 new employees.

The Carnegie Building, a sixteen-story, Class A office tower recently opened at Lamar and E. 3<sup>rd</sup> Street. The building was named in recognition of its proximity to the library and currently houses a Commercial full-service banking center on the first floor. To date, the majority of the available square-footage has been leased. The building features 300,000 square-feet of office space with the first floor home to retail and restaurants.

Cantey Hanger, LLP is the name plate tenant for the new four-story office building located at 600 W. 6<sup>th</sup> Street in Downtown Fort Worth. The 86,300 square-foot structure houses more than fifty Cantey Hanger attorneys to service the area. It is home to one of the largest law firms in Fort Worth along with other tenants.

Carter Industrial Park, Fort Worth's newest master-planned industrial park is located in south Fort Worth at the interchange of I-35W and I-20. The Park is home to the 2 million square-foot world headquarters of Alcon Laboratories. The Park currently houses over thirty tenants on 950 acres. Tenants include Alcon, Albertson's, Ben E. Keith Foods, Bimbo/Mrs Baird's, Budweiser, Green Bay Packaging, Miller Brewing, and Xerox.

Chesapeake Energy Corp. purchased the Pier One building headquarters for its regional headquarters and has renamed the facility One Energy Plaza. Pier One's headquarters remains in the facility and along with Chesapeake's employment, the building now boasts over 2,000 workers.

Comport Network Services and Solutions of Fort Worth has recently been acquired by Ergos Technology Partners, Inc. of Houston. Ergos is a provider of outsourced technology solutions for small- and medium-sized businesses, while Comport is a network consulting and engineering company focusing on the planning, remote management, design and implementation of converged networks (voice/data/video) and

emerging technologies. The acquisition provides Ergos with local presence and support for its clients based in the two largest metropolitan areas in Texas.

Cypress Equities, the developer of the massive W. 7<sup>th</sup> mixed-use project near Downtown Fort Worth and SRS Real Estate Partners, formerly Staubach Retail Services, have created a joint managed services division, which will offer real estate developers, lenders, property owners, and investors a managed real estate portfolio service for underperforming assets. Cypress and SRS will also work with Arrow Retail, a company formed to take advantage of disruptions in the capital markets and the resulting impact on the retail real estate market, to assist in the acquisition and repositioning of distressed retail properties. This is a \$163 million West 7th mixed-use development located on 15.5 acres at University Drive and West Seventh Street in Fort Worth's Cultural District. The project will have 350,000 square feet of retail space once fully completed. Several new leases were signed by tenants, including Movie Tavern, LA Fitness, Lucky Strike, Fireside Pies, Patrizio's Fort Worth City Market, Iron Cactus, Tillman's Roadhouse, Brut, Yofe, Saxby's, Paciugo and Sovereign Bank.

Daimler Financial Services recently moved 550-750 employees to their new Alliance location in September 2008. The new facility has the capacity to house 800 employees over three stories and over 160,000 square-feet.

The DFW Connector project includes the expansion of SH 114 to fourteen main lanes with up to four toll-managed lanes and seven frontage road lanes as well as improvements to rebuild six interchanges at FM 2499, SH 26, SH 121, SH 360, I-635 and International Parkway. The design and build team will be led by Kiewit Texas Construction LP in Fort Worth and Zachry Construction Corporation of San Antonio with the help of other firms.

DynCorp International, a provider of special mission-critical services to U.S. civilian and military agencies worldwide, increased its presence at Hillwood's AllianceTexas development in far north Fort Worth last July when it moved its corporate offices and 350 employees to the area from Irving. DynCorp leased 75,344 square feet of office space in Heritage Commons II, a new 114,710-square-foot office building at the northwest corner of Interstate 35W and Legacy Crossing.

Entech Solar, a leader on concentrating solar energy systems, announced it has entered into a research contract with Fraunhofer U.S. Center for Sustainable Energy Systems. Fraunhofer CSE will, in conjunction with the Fraunhofer Institute for Solar Energy Systems, design, simulate, and test prototype back-contact silicon solar cells with the goal of providing a cell with significantly greater efficiency than those Entech currently uses.

Fort Worth Mason Heights, a development partnership led by Happy Baggett, plans to build 300,000 to 500,000 square feet of stores. Although tenants have not been named, it has been anticipated the development will include a grocery store and retail. In order to qualify for the full \$12.5 million in City incentives, Fort Worth Mason Heights must invest \$46 million by 2012 and meet contract and hiring goals.

Lockheed Martin Corp. has won a \$265 million contract for long lead materials and work on the F-35 Joint Strike Fighter. The contract runs through January 2010 and includes associated mission equipment, sustainment support, special tooling/special test equipment and technical/financial data. Lockheed's plant in Fort Worth will perform 35 percent of the work on the contract with the remainder split between El Segundo, California, Warton, England; Orlando, Florida; Nashua, New Hampshire; and Baltimore, Maryland.

Minneapolis-based Target Corp. opened its newest Tarrant County location at 751 Alta Mere Drive in the Westover Village Shopping Center after closing its store at 2600 Cherry Lane. According to project literature, the 350,000 square-foot shopping center will feature Anna's Linens, Half Price Books, Party City, McDonald's, Sleep Experts, Lane Bryant, Chase Bank, Big Daddy's Fine Wines and Spirits, Arby's and Bank of America.

Plaza Medical Center of Fort Worth will begin remodeling and construction within its radiology department to bring in a biplane imaging system for interventional neurology procedures. There are about thirty of

these systems throughout the United States since their introduction in 2008. Although each system has a price tag of approximately \$2 million, it will allow specialized radiologists to better visualize the brain and its vascular system to treat conditions such as aneurysms, which can be life-threatening.

The Rail North Texas Project is a 250-mile spread of commuter rail lines running through six counties planned to take riders to areas including Cleburne, Dallas, Fort Worth, Frisco, Irving, McKinney, Richardson, Waxahachie, the Dallas/Fort Worth International Airport and the Texas Motor Speedway. If the proposal goes through, counties across the region will see a variety of future development along the rail lines.

Tarrant County municipal governments will share more than \$16 million in energy-efficiency and conservation grants as part of the federal stimulus package. Amounts include \$6.7 million for Fort Worth, \$3.4 million for Arlington, and \$2.4 million for Tarrant County.

The Tarrant County College District bought the downtown Fort Worth RadioShack complex. The buildings and property provide a new downtown Fort Worth campus to this growing educational institution. An \$80 million renovation to the RadioShack facility was completed with RadioShack remaining in 400,000 square feet of space at the same campus within the headquarters complex. The campus will provide services to more than 3,500 students. TCC operates four additional campuses throughout the County with total enrollment of approximately 35,000 students each semester.

The Tower Complex, located at 500 Throckmorton Street in Downtown Fort Worth, has been purchased by StarPoint Commercial Properties, a leading real estate company that specializes in the acquisition, redevelopment, and repositioning of commercial properties from Beverly Hills, California. The 182,000 square-foot mixed-use retail and office development, which also includes 253 parking spaces, is part of Sundance Square. The Tower Complex consists of two buildings, the Tower and the Annex.

W.G. Yates & Sons Construction Co. broke ground on March 10, 2009 on the highly anticipated Western Heritage Parking Garage at Will Rogers Memorial Coliseum in Fort Worth. A \$16.65 million project, the seven-level parking garage is located between Montgomery Street and the Will Rogers Memorial Coliseum on the Fort Worth Stock Show and Rodeo grounds. Completion for the project is set for July.

**MISCELLANEOUS.** Water, sewer and solid waste services are furnished by the City of Fort Worth. Texas Utilities ("TXU") provides electricity and natural gas service to Fort Worth. Basic (local) telephone service is provided by SBC, AT&T, and Verizon while long distance service is provided by numerous carriers.

The Fort Worth Central Library, located in downtown Fort Worth, boasts 175,000 square feet on two levels. The street level is the home of the Hazel Harvey Peace Youth Center, the Amon G. Carter Multi-Media Center, the Intel Computer Lab, and a 6,000-plus square foot exhibit gallery. The lower level features the "Our Place" Teen Center, the Rincon en Español or "Spanish Corner," as well as the adult general services and genealogy/local history units, Interlibrary Loan, and the administrative offices. A third unfinished level allows for future expansion.

Throughout the City, the system maintains 2 regional libraries, 10 neighborhood branches and 2 satellite libraries in public housing projects, comprising an additional 128,000 square feet of library space. Moreover, the City has interlocal agreements with 6 of the surrounding suburban communities to share library resources and services.

The Central Library is open 7 days a week providing 52 hours of access to the public. The regional and branch libraries operate 40 hours each week including every Saturdays and one or two evenings of service. The library system circulates more than 4 million library materials annually, provides computers at all facilities with informational databases and the Internet, answers reference questions, supports a website with downloadable audio and other online services, offers educational/cultural programming, and serves as a gathering place and destination for the local neighborhoods.

More than 400 churches with 45 denominations and synagogues in Fort Worth contribute vitally to the lives of City residents. The City is also world-famous for its many museums. The Fort Worth Convention Center offers exhibit and meeting space of over 185,000 square feet, including a 14,000 seat arena.

The Nancy Lee and Perry R. Bass Performance Hall, now recognized as one of the best performance halls in the world, is a state-of-the-art \$70,000,000 performing arts hall funded entirely from private donations.

**CITY OF FORT WORTH BUILDING PERMITS**

Fiscal Year Ended 9/30	Number of Building Permits by Type				
	New Residential	New Commercial	Additions	Remodels	TOTAL PERMITS
2002	6,397	638	1,423	2,314	10,772
2003	7,369	615	1,270	2,459	11,713
2004	10,120	712	1,142	2,972	14,946
2005	9,283	786	753	2,857	13,679
2006	11,148	672	897	3,156	15,873
2007	6,862	866	802	3,430	11,960
2008	5,351	1,076	1,030	4,351	11,808
2009	3,756	597	981	4,346	9,680

Source: Planning and Development Department, City of Fort Worth, 2009.

**CITY OF FORT WORTH BUILDING PERMITS (CONTINUED)**

Fiscal Year Ended 9/30	Dollar Value of Building Permits				
	New Residential	New Commercial	Additions	Remodels	TOTAL VALUE
2002	\$688,842,842	\$401,451,115	\$124,270,652	\$157,041,151	\$1,371,605,760
2003	\$779,168,894	\$607,352,716	\$99,808,646	\$124,896,111	\$1,611,316,367
2004	\$928,075,900	\$440,642,153	\$85,169,764	\$238,176,443	\$1,692,064,259
2005	\$1,075,285,010	\$493,645,116	\$62,541,119	\$166,658,838	\$1,798,130,083
2006	\$1,437,198,834	\$650,999,578	\$30,557,422	\$155,053,608	\$2,273,829,441
2007	\$968,052,419	\$1,016,567,625	\$54,856,877	\$176,590,429	\$2,216,067,350
2008	\$654,418,116	\$1,115,953,916	\$82,493,604	\$333,482,697	\$2,186,348,332
2009	\$415,957,553	\$530,521,519	\$177,397,373	\$363,419,136	\$1,487,295,581

Source: Planning and Development Department, City of Fort Worth, 2009.

## LABOR FORCE ESTIMATES

	Average Annual 2008	Average Annual 2007	Average Annual 2006	Average Annual 2005	Average Annual 2004 <sup>(1)</sup>	Average Annual 2003 <sup>(1)</sup>	Average Annual 2002 <sup>(1)</sup>	Average Annual 2001 <sup>(1)</sup>
City of Fort Worth								
Civilian Labor Force	320,814	311,466	308,087	297,953	292,922	293,626	289,576	283,125
Unemployed	16,534	14,058	15,476	16,102	21,263	24,854	23,484	15,652
Percent of Unemployed	5.2%	4.5%	5.0%	5.4%	7.3%	8.5%	8.1%	5.5%
Dallas/Fort Worth/Arlington MSA								
Civilian Labor Force	3,137,419	3,099,054	3,072,426	3,020,251	2,975,490	2,943,018	2,940,743	2,893,442
Unemployed	156,352	132,946	147,519	157,159	173,623	195,177	190,939	135,871
Percent of Unemployed	5.0%	4.3 %	4.8%	5.2%	5.8%	6.6%	6.5%	4.7%
Tarrant County								
Civilian Labor Force	884,611	873,142	863,479	849,320	835,485	824,196	819,606	801,247
Unemployed	43,295	37,270	41,094	43,609	46,646	52,135	49,660	35,659
Percent of Unemployed	4.9%	4.3 %	4.8%	5.1%	5.6%	6.3%	6.1%	4.5%

<sup>(1)</sup> The Texas Workforce Commission's methodology changed in January 2005. Average Annual information has been restated for prior year MSA and County information, but has not been restated for the Cities. As a result prior years for the City may not be accurate.

Source: Texas Workforce  
Commission, 2009.

**CITY OF FORT WORTH EXTRATERRITORIAL JURISDICTION AND ANNEXATION POLICY**

Under the provisions of State law, incorporated cities in Texas have the power to exercise certain controls in unincorporated areas adjacent to their city limits. For a city the size of Fort Worth, these adjacent areas extend a distance of five (5) miles from its city limits. This adjacent, unincorporated area within five miles is known as the extraterritorial jurisdictional area ("ETJ"). Significant highlights are:

1. No new city may be incorporated within Fort Worth's ETJ without Fort Worth's consent.
2. No existing city may expand its limits within the ETJ without Fort Worth's consent.
3. No land may be subdivided within the ETJ without Fort Worth's approval.
4. No Municipal Utility District may be created within the ETJ without Fort Worth's consent.
5. Fort Worth's ETJ expands with the expansion of its city limits so that the area always covers the area five (5) miles beyond the city limits.
6. Cities may apportion their extraterritorial jurisdictional area to establish definite control limits and preserve their respective growth area. Fort Worth has secured its ETJ by consummating boundary line agreements with its neighboring cities. Fort Worth's ETJ covers approximately 300 square miles of potential expansion area.
7. Fort Worth has the power to annex, either voluntarily or involuntarily, any land in its ETJ. It is the policy of the City of Fort Worth to annex those areas which:
  - a. Are ready for development,
  - b. Have a favorable impact on the City's revenue structure, and
  - c. Will strengthen Fort Worth's role as the central city.

**PERSONAL INCOME AND BUYING POWER**

<u>Entity</u>	<u>Total Effective Buying Income</u>	<u>Median Household</u>
Fort Worth	\$10,216,890,000	\$48,870
Tarrant County	\$33,400,958,000	\$56,251

Source: U.S. Census Bureau, 2009.

**HOUSEHOLD INCOME**

	<u>Fort Worth</u>	<u>Tarrant County</u>
Less than \$15,000 to \$34,999	<u>37.0%</u>	<u>31.2%</u>
\$35,000 - \$49,999	<u>16.4%</u>	<u>15.6%</u>
\$50,000 and over	<u>46.6%</u>	<u>53.2%</u>

Source: U.S. Census Bureau, 2008.

**THE MUNICIPAL AIRPORT SYSTEM**

Fort Worth has a long-standing commitment to aviation. From the landing of the first airplane in Fort Worth in 1915 to today, Fort Worth has understood and served the needs of the aviation industry. The City serves as home to Lockheed, American Airlines, Bell Helicopter-Textron, Naval Air Station Joint Reserve Base Fort Worth and hundreds of aviation-related businesses. Dallas/Fort Worth International Airport (owned jointly by the two cities and operated by the Dallas/Fort Worth International Airport Board) stands as a symbol of the excellence to aviation facilities to which the City is committed. The City is dedicated to maintaining all facets of aviation-general, commercial and military -- to the same high standard.

An integral part of this dedication is exhibited by the City of Fort Worth's Airport System which consists of three municipal airfields. These airports and their individual characteristics are as follows:

Fort Worth Meacham International Airport

Operated since 1925

- 7,500-foot runway, 3,677-foot crosswind runway, 4,000-foot parallel runway
- FAA flight control tower, with Instrument Landing System ("ILS")
- 24 hour aviation fuel service
- major/minor maintenance
- hangar rental space for large and small aircraft
- restaurants and hotel
- located in North Fort Worth

Spinks Airport

Opened in summer of 1988

- 6,000-foot runway, 4,000-foot runway
- serving general and corporate aviation
- flight training
- site for hangars available
- located in Interstate 35 South Industrial Corridor

Alliance Airport

Opened in winter of 1989

- 9,600-foot runway, with ILS, 8,200-foot runway
- serving general and industrial/manufacturing cargo aviation
- nine square miles of airport property available for development
- near developing high-tech industrial center
- located in Interstate 35 North Corridor, with rail access

**EMPLOYEE RELATIONS.** Under the laws of the State of Texas, municipal employees cannot be forced to join a union or to pay dues for union membership, nor are they permitted to strike. Also, State law does not provide for municipal collective bargaining. State law does provide, however, for local referenda on collective bargaining for police and firefighters. Overall, employee relations are considered by the City to be good.

**FORT WORTH**

